MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2018/2019

LBL 3017 – BECOMING A LEADER

(All Sections)

15 OCTOBER 2018
9.00 a.m. – 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **THREE** printed pages with **TWO** sections.
2. Answer **ALL** questions.
3. Write your answers in the Answer Booklet provided.

SECTION A: SHORT ANSWER QUESTIONS [30 MARKS]

Instructions: Answer ALL questions in this section. All answers must be written in **complete sentences** with **necessary explanation**.

1. Leadership is relatively a consistent pattern of behaviour and attitude that characterise a leader. Identify five situations when a leader can use participative behaviour with a team in an organisation. (5 marks)

2. Give two advantages of empowerment from the point of view of:
   i. the organisation
   ii. the employee (4 marks)

3. Explain the three advantages of encouraging teamwork to an organisation. (3 marks)

4. John French and Bertram Raven in the early 1960's identified the five bases of power that affected one's leadership ability and role. Explain each of the five types of power with an appropriate example to justify your answer. (10 marks)

5. Explain the correct sequence of one's development of diversity awareness from lowest to highest level. (5 marks)

6. Although people have their own preferred leadership style, the most effective leaders adopt a style which is appropriate for the situation. Explain three factors you would consider before adopting a particular style. (3 marks)

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SECTION B: CASE STUDY [20 MARKS]

Instructions: Read and understand the TWO case studies below and answer the questions that follow. All answers must be written in **complete sentences** and **necessary explanation** provided wherever required.

CASE STUDY 1

Lawrence is the director of a non-profit agency and the head of a department that focuses on evaluating the skill-building programmes the agency provides to communities. This year the agency has been cautious in hiring because of increased competition for grant funding. They have also suffered high staff turnover with the two directors leaving along with three key research staff and one other staff from the finance department. Lawrence has a demanding schedule that requires frequent travel; however, he supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.

Manager 1: Kelly has a specific background in research. She manages staff who provide research support to another department that delivers behavioural health services to youth. Kelly supports her staff and is very organised; however, she often takes a very black and white view of issues. Upper level leadership values Kelly's latest research on the therapeutic division's services. Kelly is very motivated and driven and expects the same from her staff.
Manager 2: Linda has a strong background in social science research and evaluation. She manages staff that work on different projects within the agency. She is known as a problem solver and is extremely supportive of her staff. She is very organised and has a wealth of experience in evaluation of family services. Linda is very capable and can sometimes take on too much or overcommit.

The managers are sensing that staff are becoming over worked as everyone takes on increased responsibilities due to high staff turnover. Staff have also mentioned that Lawrence's "glass half-empty" conversation style leaves them feeling dejected. In addition, Lawrence has not shared budgets with his managers, so they are having difficulty appropriately allocating work to staff. Lawrence said he has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent him all the information they have available.

As staff become distressed, the managers are becoming frustrated. They feel like they are unable to advocate or solve problem for their staff without key information like the departmental budget.

a) Lawrence could most effectively use both management and leadership skills in his role as director. Which role should Lawrence focus on that would work best in this setting? Provide two reasons to support your answer. (3 marks)

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b) Staff seems uncertain about the future due to high turnover and Lawrence's negative conversation style. What five steps could be taken to build staff confidence in the given context? (5 marks)

c) Provide two recommendations you would give Lawrence on improving his leadership skills and explain how this would help the managers in improving their management skills? (4 marks)

CASE STUDY 2

Susan Chan had been the manager of the mortgage department of a large local bank for several years. Her department creates mortgages and makes it possible for people with less prime credit ratings or struggling credit records to borrow money. With the recent looming recession and sharp decline in the stock market, interest rates climbed on adjustable rate mortgages and the number of late payers tripled and foreclosures doubled.

For Susan, supervising the people in her department became increasingly more difficult and she was heard saying "As the subprime mess progressed, I saw fewer smiles in my department. Workers are calling in sick more frequently, one-half are requesting a transfer to the mortgage department that provides mortgages to customers with first-rate credit records. Even my best workers look stressed out."

On the other hand, her team described the working conditions in the subprime department as "Bad! We feel we are looked upon like we are drug dealers. People think we are rotten because we lent money to those who didn't have the means to pay back the loan. Most of us won't admit the kind of work we are in when talking to people outside the bank. We come to work every day hoping the work will be more fun, but it never is."

When Susan discussed the morale problems she was facing with her team, her manager advised her to be a "better leader" and added "a true leader can guide a group through rough times". Susan knew that the advice is easier said than done.

a) Provide any six recommendations you would offer Susan Chan to build the morale in her department? (6 marks)

b) Susan's manager said that "a true leader can guide a group through rough times"? Provide two explanations to support the above statement in the given context. (2 marks)

End of Paper